

**DEPARTMENT
NAME**

Nashville Fire Department

**DEPARTMENT
MISSION**

The mission of the Nashville Fire Department is to provide emergency medical care, fire protection and fire/hazard mitigation products to the citizens and visitors of our community so they can live in a community where quality patient care is provided and the potential for loss of life or property damage due to fire and/or other hazards is minimized.

ISSUE STATEMENTS	
Issue Statement One	The state of Tennessee has the second highest fire fatality rate in the nation. With Nashville recently achieving significant reductions as measured in 5 year intervals, the failure to maintain a significant focus on public fire safety education programs could result in increased fire fatality rates.
Issue Statement Two	With the release of an independent EMS transport audit, the need for additional ambulances and improved efficiency measures has been identified. The failure to implement the recommendations of the study will result in increased response times.
Issue Statement Three	The number of occupancies in Metropolitan Nashville and Davidson County needing formal fire prevention inspections vastly exceeds the ability of our Fire Marshal Office's workforce to conduct such inspections, and if unaddressed will result in a higher probability of fire exposure to our citizens.
Issue Statement Four	Demand for a healthy and fit workforce, if not properly addressed will result in a decrease in on-duty staffing levels, increase in overtime payments and increased costs to the citizens and visitors in our community.
Issue Statement Five	Nashville's immigrant and minority population is steadily rising, causing increased cultural and language barriers between our service providers and our citizens. If this trend is not addressed in a timely manner, it could impact the fire department's ability to meet the needs of our citizens.
Issue Statement Six	Increased innovations in technology in areas that benefit Fire and EMS operations i.e. mobile data computers, computer mapping Global Positioning System and Global Information Systems, if not properly addressed, could result in our emergency personnel not having the necessary information to mitigate an emergency in a timely manner thereby increasing response times and having our personnel exposed to unknown hazards.
Issue Statement Seven	The limitations of providing training to on-duty Fire and EMS companies during regular work hours, if not properly addressed, could result in the loss of training credentials and specialized skills maintenance needed to provide a high level of service to our community.

Strategic Business Plan

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STRATEGIC GOALS

- Goal One** By June 2010 the Nashville Community will experience an improvement in immediate availability of its ambulances as indicated by :
- The percentage of time no ambulances are available for dispatch of use
- Goal Two** By June of 2010 the Nashville community will experience an improvement in advanced life support response times according to the following criteria recommended in EMS Transport Audit::
- ◆ 90% in 12 minutes or less in Suburban Areas
 - ◆ 90% in 20 minutes or less in Rural Areas
 - ◆ 90% in 8 minutes or less in Urban Areas
- Goal Three** By June 2010, the Nashville Community will experience a decreased risk from residential fire fatalities as a result of the implementation of a comprehensive smoke detector initiative by the Nashville Fire Department
- Goal Four** By June of 2010 the Nashville Community will experience a healthy and fit Nashville Fire Department as evidenced by:
- ◆ Reduction in line of duty injuries
 - ◆ Reduction in sick leave usage
 - ◆ Reduction of personnel who are considered unfit/unhealthy by medical doctor
 - ◆ Introduction of a wellness program for personnel
 - ◆ Introduction of a comprehensive Critical Incident Stress Debriefing program
- Goal Five** By June of 2010, the Nashville Community will experience a Fire Department with improved effectiveness on the fire ground and its non-operational workforce as evidenced by:
- ◆ The introduction of new information technology software and hardware considered essential to access fire ground information.
 - ◆ Emergency Response Vehicles will be outfitted with Mobile Data Terminals.

- Goal Six** By June of 2010, the Nashville Community will experience improved cultural relations between the Nashville Fire Department and its citizens as evidenced by:
- ◆ The introduction of a new cultural sensitivity program designed to educate personnel on the customs and ways of other ethnicities.
- Goal Seven** By June 2010, the Nashville Community will experience a more trained workforce as evidenced by:
- The introduction of a Fiscal Plan designed to provide for “Emergency Response Training” of personnel while on an off duty.
- Goal Eight** By June 2010 the Nashville Fire Department will introduce a comprehensive Career Ladder Program.

LINES OF BUSINESS

Line of Business One – Purpose Statement

The purpose of the Emergency Services Logistics line of business is to provide support, staffing, supplies and training products to the Nashville Fire Department so it can mitigate the loss of life and property as a result of fire illness or injury.

LOB One – Key Results

1. Percentage of shifts staffing resources are available before overtime payment is necessary.
2. Percentage of shifts staffing resources are available before overtime payment is necessary.

Line of Business Two – Purpose Statement

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner.

LOB Two – Key Results

1. Percentage of time personnel arrives at structure fires within NFPA standards from initial dispatch within the GSD and USD.
2. Percentage of medical tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical Protocols (Advanced Life Support).
3. Percentage of medical tickets (medical forms that document patient information) audited that are compliant with departmental medical protocols (Basic Life Support).

Line of Business Four – Purpose Statement

The purpose of the Prevention / Risk Reduction line of business is to provide information, inspection and prevention products to the Nashville Fire Department so it can reduce loss of life, environmental hazards, and property loss associated with fire and promote information associated with health and safety.

LOB Four – Key Results

1. Percentage of elementary schools and daycare/preschools where a formal fire prevention program is conducted (Key Measure).
2. Percentage of existing buildings that upon being inspected by a State Certified Fire Inspector I or II are found to have no fire code violations.

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Emergency Services Logistics line of business is to provide support, staffing, supplies and training products to the Nashville Fire Department so it can mitigate the loss of life and property as a result of fire, illness or injury.

Program Name

Operational Fire Staffing

Program Purpose Statement

The purpose of the Operational Fire Staffing program is to provide scheduling and assignment information products to the Nashville Fire Department administrative staff so they can assure the appropriate levels of fire resources are available at each fire response per work load management guidelines

**Family of Measures: Result
Measure(s)**

Percentage of shifts staffing resources are available before overtime payment is necessary.

**Family of Measures: Output
Measure(s)**

Number of overtime transactions provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of overtime transactions anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

fire assignment schedules
fire assignment transactions

special fire events staffing needs
Staffing worksheets
Overtime transaction forms

PROGRAM

Line of Business Purpose Statement The purpose of the Emergency Services Logistics line of business is to provide support, staffing, supplies and training products to the Nashville Fire Department so it can reduce the loss of life and property as a result of fire, illness or injury.

Program Name Operational EMS Staffing

Program Purpose Statement The purpose of the Operational EMS Staffing program is to provide scheduling and assignment information products to the Nashville Fire Department administrative staff so they can assure the appropriate levels of EMS resources are available at each EMS response per workload management staffing.

Family of Measures: Result Measure(s) Percentage of shifts staffing resources are available before overtime payment is necessary.

Family of Measures: Output Measure(s) Number of overtime transaction provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s) Number of overtime transaction anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

EMS assignment transactions	EMS assignment schedules
Overtime transaction forms	Special EMS events staffing needs

PROGRAM

Line of Business Purpose Statement

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

Program Name

First Response

Program Purpose Statement

The purpose of the First Response is to provide fire suppression and rescue products to the citizens and visitors within our community so they can have fires confined to area of involvement upon arrival.

Family of Measures: Result Measure(s)

Percentage of time personnel arrives at structure fires within NFPA standards from initial dispatch within the GSD and USD.

Family of Measures: Output Measure(s)

Number of residential occupancy fire responses provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of residential occupancy fire responses anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

auto fire responses
assembly occupancy fire responses
educational occupancy fire responses
high-rise occupancy fire responses
industrial occupancy fire responses
mercantile occupancy fire responses
Apartment occupancy fire responses

residential occupancy fire responses
business occupancy fire responses
high-hazard occupancy fire responses
industrial occupancy fire responses
institutional occupancy fire responses
mutual aid fire responses

PROGRAM

Line of Business Purpose Statement

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

Program Name

EMS Advanced Life Support and transport

Program Purpose Statement

The purpose of the EMS Advanced Life Support and Transport program is to provide emergency medical care products to the citizens and visitors within our community so they can receive quality advanced patient care.

Family of Measures: Result Measure(s)

Percentage of Medical tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical protocols.

*Medical Tickets are sheets where all of the patient's signs and symptoms of an illness or injury are entered and what the Paramedic did for that patient.

Family of Measures: Output Measure(s)

Number of Advanced Life Support calls provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of ALS calls anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

scene to helicopter transfers
mass casualty ALS response
Hospital to hospital ALS transfer
response

medic unit ALS response/transport
ALS engine/truck responses
helicopter to hospital transfers

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PROGRAM

Line of Business Purpose Statement

The purpose of the Emergency Response line of business is to provide fire suppression, emergency medical services, hazardous materials, rescue, and homeland security products to the citizens and visitors within our community so they can receive scene stabilization in a timely manner

Program Name

EMS Basic Life Support

Program Purpose Statement

The purpose of the EMS Basic Life Support program is to provide urgent medical care products to the citizens and visitors within our community so they can be evaluated, treated and transported in a timely manner.

Family of Measures: Result Measure(s)

Percentage of Medical tickets (medical forms that document patient information) audited through random sampling that are compliant with departmental medical protocols.

*Medical Tickets are sheets where all of the patient's signs and symptoms of an illness or injury are entered and what the Paramedic did for that patient.

Family of Measures: Output Measure(s)

Number of BLS calls provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of BLS calls anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

scene to helicopter transfers
medic unit BLS response /
transport

BLS paramedic engine response
mass casualty BLS responses

BLS rapid triage responses
mutual aid BLS unit responses

emergency scene rehab responses
helicopter to hospital transfers

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PROGRAM

Line of Business

Purpose Statement

The purpose of the Prevention / Risk Reduction line of business is to provide information, inspection and prevention products to the Nashville Fire Department so it can reduce loss of life, environmental hazards and property loss associated with fire and promote information associated with health and safety.

Program Name

Community Risk Reduction

Program Purpose Statement

The purpose of the Community Risk Reduction program is to provide fire prevention and emergency medical information products to the citizens and visitors within our community so they can receive information on fire prevention and life safety.

Family of Measures: Result Measure(s)

Percentage of elementary schools and daycare/preschools where a formal fire prevention program is conducted (Key Measure).

Percentage reduction in the residential fire fatality rate per 100,000 population Over a 5 year average.

Family of Measures: Output Measure(s)

Number of public fire education classes provided

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of public fire education classes anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

Public fire education classes
(elderly fire prevention classes)
(children's firehouse classes)
(school fire prevention classes)
(citizen's CPR Classes)
(public service videos)
(fire station tours)
(fire evacuation training classes)
(fire extinguisher training classes)

(E.D.I.T.H. Classes)
(juvenile fire setter intervention classes)
(industrial/business fire prevention classes)
(babysitter's fire prevention classes)
(EMS Pete the paramedic training programs)
(equipment "Show & Tell" programs)
(citizens' satisfaction or knowledge assessment surveys)

(work place fire drill training classes)

Strategic Business Plan

**Line of Business
Purpose Statement**

The purpose of the Prevention / Risk Reduction line of business is to provide information, inspection and prevention products to the Nashville Fire Department so it can reduce loss of life, environmental hazards and property loss associated with fire and promote information associated with health and safety.

Program Name

Inspection and Permit

Program Purpose Statement

The purpose of the Inspection and Permit program is to provide safety enforcement products to the citizens and visitors within our community so they can receive minimal exposure to fire and explosion hazards.

**Family of Measures: Result
Measure(s)**

Percentage of existing building that upon being inspected by a state certified fire inspector I or II are found to have no fire code violations.

**Family of Measures: Output
Measure(s)**

Number of existing building fire inspections completed

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of existing building fire inspections anticipated

Please list measures, if any, for this program that might be determined via a public survey.

Products

above ground inspections
C.P.S.C. reports
complaint investigations
pre-design meeting notes
existing building fire inspections
false alarms investigations
fireworks permits
hazard assessments investigations
L.P. tank permits
new construction plans reviews
pre-construction reviews

special event convention plans reviews
sprinkler hydraulic plans reviews
state licensure inspections
underground storage tank permits
preemptive monitoring data collection reports

above ground storage tank permits
code violation citations
pyrotechnic permits
dynamite permits
explosive transport (truck inspection) permits
fire code inspection reports
flammable liquid storage permits
hot works permits
new construction inspections
new construction plan review forms
pre-design construction reviews

special event inspections
sprinkler hydraulics underground inspections
tent permits
use and occupancy permits